

58-498

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: : Signal Center/Cable Secretariat Operations

This memorandum is for your information. Particular reference is made to paragraph 3, sub

1. PROBLEM:

Can any combination of functions, tasks, procedures or activities bring about a saving in manpower and are certain refinements now carried on for the Office of the Director necessary?

2. FACTS BEARING ON THE PROBLEM:

- a. Cable processing in this Agency involves two distinct types of operation - the technical and the administrative, performed by the Signal Center and the Cable Secretariat.
- b. There are some activities common to both operations.
- c. Processes and procedures are firm and well documented in each component - see attached procedural charts.
- d. Procedures, techniques and practices in the Signal Center are a part of the world wide communications system of the Office of Communications; those in the Secretariat were developed to meet the requirements of the DCI and the Agency.

3. DISCUSSION:

- a. The technical activities concerned with cipherment and transmission of messages are the responsibility of the Signal Center. The administrative type activities concerned with monitoring, alerts, precedence and classification, customer and staff interest, security controls, reproduction and distribution are the responsibility of the Cable Secretariat. The nature of the two operations creates a clear demarcation between the missions of the components. The action of one begins where the other ends.

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IN CHARGE:                          OTHER CHANGED TO: TS S REC'D JUN 22  
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- b. The processes and procedures in each component are extensive and involved because of technical, security, services, scope, and speed factors. There are related or similar activities in each component, e.g. typing, reproduction, logging, filing, duty officer supervision, etc. A detailed, step by step, procedural study and analysis was made in each component, in close coordination with the proper Chief and Deputy Chief. The procedures were documented in particular detail so that seeming duplication could be evaluated - see procedural charts attached. The following is pertinent to the seemingly duplicating activities:
- (1) Typing, other than that associated with the normal administration of the components, is performed in both the Center and the Secretariat. In the Signal Center clear text Multilith mats are typed by the code clerks as the final step in the manual decipherment of cables. Otherwise the clerk would have to make a longhand draft which would then require a typing operation in the Cable Secretariat to produce the mat needed for reproduction. Typing performed in the Secretariat produces clear text Multilith mats from teletype copy produced in the Signal Center as the final step in the machine decipherment process. In addition, distribution, action assignment, personnel identification, references, etc. are typed on all mats in the Secretariat.
  - (2) Reproduction in the Center, by Ditto process, is used to provide multiple copies of (1) Comme technical communications with its field stations (Crypto-Handnote traffic) for internal use in JC, (2) relay messages when necessary, (3) messages for multi-addressee transmission, etc. Reproduction in the Secretariat, by Multilith process, is solely for the purpose of providing operating officials with distribution copies of incoming and outgoing messages and to obtain processing copies of Teletyped Information Reports.
  - (3) Logging in the Signal Center requires two systems - one traces the flow of messages through the Center, assists in locating a message if necessary, and acts to inform supervisors of missing or delayed messages; the second log is a technical record of transmissions, group counts, timing, channels, priorities, sources, destinations, etc. for accounting and traffic analysis purposes. Logging in the Secretariat is performed to trace messages through their several processing steps, to assist in locating a specific message in process, and to immediately indicate a delayed or missing message.

- (4) Filing of message copies, under approved Records Management Schedules, is performed in each component as a ready reference. Because of the differences in primary interest, the filing systems are different in each component. Files in the Signal Center are by Station; those in the Secretariat are by numerical sequence.
- (5) Both the Signal Center and the Secretariat require watch officer supervision on a 24 hour / day basis. Officers are required in each because of (1) the technical and specialized administrative qualifications required, (2) the fact that the components are each on a different floor, and (3) the detailed and complex procedures in each operation.
- c. The processes and procedures in the Signal Center breakdown logically into those for manual versus machine ciphers and incoming versus outgoing traffic. In the Secretariat the breakdown follows a security/procedence classification pattern, e.g., DCI/top Staff Interest, [REDACTED] Rybat-Top Secret, and all other traffic. The attached procedural charts are broken down accordingly to permit the evaluation of each process or service. The charts, and notes made during the survey, were discussed with the proper Chief and Deputy; a joint conference was then held on questions effecting the overall operation, related and common activities, and matters of common concern. It was agreed that there were no overlapping or duplicating activities or procedures.
- d. The Cable Secretariat was established as an autonomous component, and attached to the Office of the DCI, primarily to assure the Director that cable traffic was adequately monitored, that messages having DCI interest were identified and brought to the attention of the Director, and to provide expedited service to such messages. Discussion with DCI concerning this phase of the Secretariat activities reveals a firm requirement for service at the present level. The survey and an analysis of the procedural steps involved in processing messages having DCI interest do not reveal any excessive processing action on the part of the Secretariat in providing special service to the Director's Office.
4. CONCLUSIONS:
- a. No interchange or combination of functions or activities between these components offers a saving in manpower or an improvement in service.

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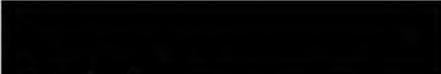
- b. Related and similar processes and procedures performed in the Signal Center and the Secretariat are necessary, are properly located, and are not a duplication of effort.
- c. Common direct supervision of the activities of both components, at the SC Officer/CB Watch Officer level, is not practicable.
- d. The components are operating effectively according to well developed and documented procedures.
- e. The services of the Secretariat are realistic and have operational justification. Special servicing of messages having DCI interest should be continued.

5. RECOMMENDATIONS:

It is recommended:

- a. That the distribution of functions and activities to the Signal Center and the Cable Secretariat remain as they are.
- b. That the question concerning procedural duplication between these components and the question concerning unnecessary refinements in Cable Secretariat service to the DCI be dismissed as being more seeming than real.

SIGNED 12 FEB 1958



Chief, Management Staff

25X1A9a

Attachments:

Procedural Charts  
as per Index

Distr.

orig-D/Comm

1 - C/Sig Center via D/Com  
1 - Cable Secretariat via D/CDT

1 - DCI/DCI

2 - Mgmt. Staff

(3) DD/S and other offices and orgs

Mgt/S: serial: pg. 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 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CONFIDENTIAL

INDEX  
TO  
PROCESS CHARTS

CHART  
NUMBER

1  
2

Signal Center Processes

Outgoing Messages  
Incoming Messages

3  
4  
5

Cable Secretariat Processes

ECI Traffic - Category I

Outgoing Messages  
Incoming Messages  
Machine Ciphered  
Manual Ciphered

6  
7  
8  
6A  
7A  
8A  
9

Secret-Top Secret  
Traffic (Category II)

Outgoing Messages  
Incoming Messages  
Machine Ciphered  
Manual Ciphered

Routine Traffic (Category III)

Outgoing Messages  
Incoming Messages  
Machine Ciphered  
Manual Ciphered

Teltyped Information Reports

25X1A2g

INCL  
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CONFIDENTIAL

<b>SIMITTAL SLIP</b>		DATE
12 February 1958		
TO:		
Mr. Lloyd		
ROOM NO.	BUILDING	
REMARKS:  Attached is Management Study on Signal Center/Cable Secretariat. Colonel White has the original of this, and as I understand, it is generally agreed that there is no duplication of effort between these two units.		
25X1A9a		[Redacted]
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)